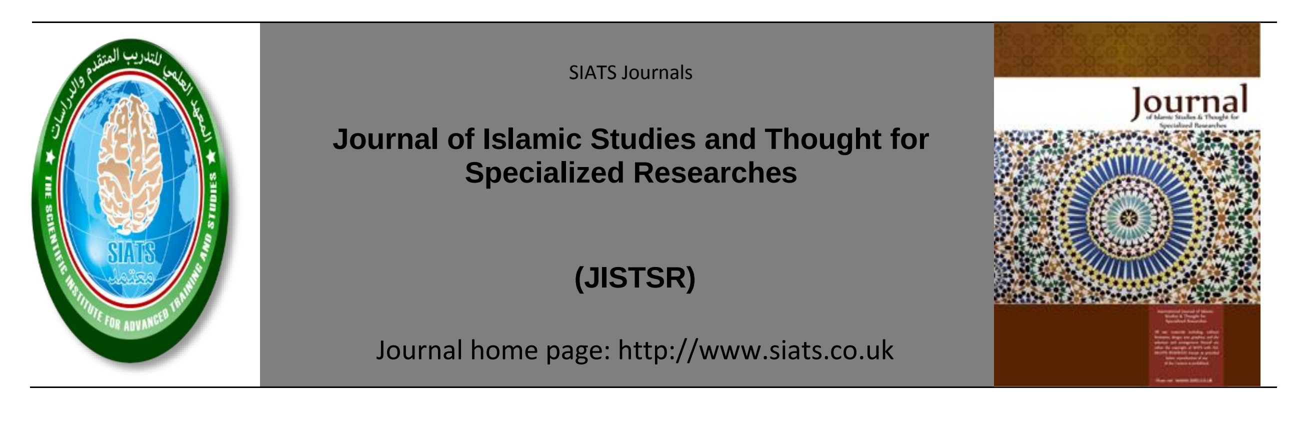

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The Relationship and Impact of Physical and Psychological Incentives in Improving the Performance of the Employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman

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Abstract:

The aim of this research is to find solutions to the problems and challenges that affect the occupational performance of the employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. Having reviewed the literature review related to the study, the researcher used the inductive method. Besides the descriptive method is sued to describe the phenomenon. Moreover, the researcher used the field research method through which the statistical data were analyzed and the results were interpreted. He also used the questionnaire as a research instrument to collect the data. A random sample of 359 employees were selected. The study concludes that incentives enhance employees' occupational performance, and so there is a very positive relation between granting incentives and gifts to employees and enhancing their work performance. The results show that the points of acceptance between (medium and very high) and in percentages ranging from 66.29% to 89.75% indicate that the degree of impact is relatively high.
Keywords: incentives, occupational performance, employees, management, Oman



1.0 Introduction

A clear sight into the management theories in the western's human resources curriculum witnessed different stages of development aiming at clarifying the importance of incentives, their concepts and definitions and their impact on human performance in institutions. More recent studies endeavor to promote the sense of workers through the development of ideas and values, in addition to stimulate such a sense by means of external factors such as an increase in rewards in return for increased productivity.

Such theories have done great efforts trying to define incentives and their effect with respect to the process of raising the performance of the employees and making them achieve the goals of the institution. In what is called "Management Theory Jungle" provided by the American administration scientist Haroldz Kontz Forest, which seeks to find out the importance of management in relation to the influence on others, the significance, intensity and multiplicity of incentives are located. In addition, such studies have elucidated that job performance is now crucial in the administrative process since the process of enhancing job performance is implemented via the policy of motivation being a cornerstone which motivates staff in the institution to work vigorously and actively. It besides motivates managers to follow-up with their employees with regard to their duties and responsibilities. In this way, the employees are motivated to actively and vigorously work, thus, their performance is improved.

Job performance mirrors the extent of achievement and completion of the functions of the individual, which reflects the way it's completed, since job performance has an important role in the goals of institutions as it clarifies the ideal utilization of human resources. Therefore, human resources are led to continuous development, thus, they are be able to cope with the changes that occur within time. Competition among prestigious and leading institutions has reached its peak in creating an attractive and polarizing environment for human competencies, reducing and minimizing the reasons of alienation and searching for a different place. As such, institutions have embarked on studying each and every cause and factor which leads to such polarizing environments. Of these causes and factors are incentives in their two kinds.

1.1 Significance of the Study

This study tries to find solutions for the problems and challenges which the Ministry of Agriculture and Fisheries encounter in respect with the performance of employees and the solutions suggested to overcome such problems and challenges. This study would benefit ministry of education by introducing a new strategy that put an end for the problems and challenges facing employees in the Ministry of Agriculture and Fisheries. This would, therefore, enhance work performance as well as improve the outcome of the ministry.

1.2 Problem Statement

The problem of this study is taken from the recommendations given in previous studies, i.e. al-Faris (2011) and Abu-Shaykha (2000), who confirmed the importance of the salary increase and the reconsideration of the implemented system of incentive. Furthermore, the huge number of resignations among the employees in the Ministry of Agriculture and Fisheries which is normally accompanied by work dissatisfaction, complains about the lack of rewards, and the poor occupational affiliation of employees which affected the performance of work in that institution.



1.3 Research Questions

The main question of this study talks about the role of incentives in enhancing the performance of the staff of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. This question has the following sub-questions:

1- What is the importance of incentives in Islam and their impact on performance?
2- Is the role of incentives in improving the performance of employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman?
3- Is there any statistically significant relationship between the physical and psychological incentives in improving the performance of the employees of the Ministry of Agriculture and Fisheries?

1.4 Objectives of the Study

1- To explain the importance of incentives in Islam and their impact on performance.

2- To clarify the role of incentives in improving the performance of employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman.

3- To investigate whether there is any statistically significant relationship between the physical and psychological incentives in improving the performance of the employees of the Ministry of Agriculture and Fisheries.

1.5 Research Hypothesis

There is a relationship between the physical and psychological incentives with respect to enhancing the performance of the employees of the Ministry of Agriculture and Fisheries.

1.6 Limitations of the Study

The researcher only tackles incentives and their role in enhancing the performance of employees from the perspective of the Civil Service. There is only a random sample of employees of the Ministry of Agriculture and Fisheries. The study only focused on Muscat Governorate in Oman

1.7 Definitions of the study:

Incentives: external driving force which induces the person to make effort and do the work as required in the sense that it is equivalent to the performance of excellence. Therefore, incentives have a huge and direct impact on the direction of behavior, identification of trends and the increase of productivity at the level of employees' satisfaction (Abu-Alnasar, 2009).

Performance: an integrated system in which the human element is represented by the individual performance. This is due to the fact that the human element is the most effective component of performance because of its experience and capabilities to accomplish business (Al saud, 2006)

The Ministry of Agriculture and Fisheries: it is a ministry which is independent in its administration and finance. It sets policies and programs for the development, exploitation, monitoring and evaluation of agricultural, animal and aquatic resources. This is to ensure its sustainability and the sustainability of its associated resources and to increase its contribution to GDP.



2.0 Literature Review

2.1 Previous studies relevant to the current study

The system of incentives and their role in enhancing workers' performance is a field study a master's dissertation in (2006) focused on the staff of the faculties of applied science in the Sultanate of Oman (Alankoudi, 2006). He used the descriptive analytical approach with the questionnaire as an instrument to collect the data needed for the study. The most important results of his study are: the sample used in the study gets many incentives, in accordance with the Civil Service Law and its regulations. In addition, the researcher found some dissatisfaction about some of the incentives because they do not provide the required limit as a result of their work. Varied degrees of job satisfaction among study members also appeared.

The role of incentives in improving the performance of doctors in military hospitals in the Sultanate of Oman. Unpublished MA thesis (Al- waeli, 2006)

This study shows that the most important incentives are promotions, courses, financial rewards and external assignments. As for psychological incentives, they are letters of appreciations, decorations and badges of honor. It is clear that there is a direct effect of incentives on doctors. This is shown in their discipline at work and the intense competition among them. The level of those doctors is very high. This was shown from their positive and upward trend towards outstanding performance.

A study was conducted on employees' psychology and its impact on civil defense personnel in Muscat. Unpublished MA thesis by (Al-amiri, 2008)

One of the significant results was that of psychology presented in the satisfaction of the employees with respect to the direct supervision, effective management of centers, nature of work, human relations, respect for others, physical and psychological incentives, and a close relationship between job performance and psychological.

2.2 Incentives in Islam: the first requirement: motivation in Islam as a spiritual basis:

Islam is the religion of perfection in which the person is rewarded for his actions. This is ensured in both, the Noble Qur'an and Sunnah. Allah sent the Prophet Muhammad to express the heavenly message highest positions, ideals and most comprehensive guidance to man so that he may devote himself to succeeding God on His land. The motivation of modern systems and governments approach is still a small part compared to the Quranic approach and the Sunnah in order to create productive, creative and effective human competencies in the work who are eager for sincerity, creativity and practical production.

According to William Johnston (1993) the industrial machine in the West, over the past years, considered man as a component of the process of production. However, such concepts have changed as it sees him, Man, as the basis of competition among institutions. Allah says about this that "Verily, We have honored the children of Adam and carried them in land and sea and provided for them of the good things and preferred them to many of those We created" [Al-Isra': 70].

There have, therefore, been numerous studies on strategies to be taken to improve institutional performance, including the public health theory of the Motivator-Hygiene Theory. Comparison between the modern administrative theories on the one hand and the Islamic administrative model on the other will be addressed by the researcher in his study; the main purpose of the study is a theoretical approach between the Western model and Islamic model with respect to motivation. The researcher tries to explain that the theory of motivation is Islamic. He also tries to explain that the Islamic administrative theory of motivation included the theories of the modernists that the



motive of motivation is the skill and behavior of the institution to know the appropriate incentive for everyone in the institution physically or psychologically. Thus, institutions are required to review the management methodology in general, and human resources management in particular, and benefit from the incentive system in Islam.

The true Islamic approach is one of the most important elements of incentives, which other nations have followed and adopted its approach. The Prophet Muhammad (peace and blessings of Allah be upon him) used to guide each of the Sahaabah (companions) to the appropriate skills and abilities through knowledge of the appropriate means. It was narrated that Anas ibn Malik said: The Prophet said: "the most merciful of my Ummah/nation towards my Ummah is Abu Baker; the one who adheres most sternly to the religion of Allah is Ummar; the most sincere of them in shyness is Uthman; the best judge is Ali; the most knowledgeable in Halal and Haram is Muaz bin Jabal; the most knowledgeable of them concerning inheritance is Zaid bin Thabit; the best reciter of the Quran is Ubbay Ibn Qa'ab'; Truly every nation has a trustworthy one, and the trustworthy of this nation is Abu Ubaidah (Al-trmizi's Hadith. No.3790).

In this context, it is noted that Islam raises its followers and teaches them to not go for what they cannot afford.

There is no doubt that the follower of the Muslims scholars' innovations, through the ages, find that there are a number of innovative works that they achieved in the land of their reality. Such innovative works were motivated by a religious incentive settled in their hearts, thus, embodying as a realistic work in the world of innovations, including but not limited to incentive of maintaining the prayer and its performance in time (Alukah, 2018)

The subject of incentives with respect to the legislative system is considered of great significance due to their role in the promotion of work, the continuity of it, the love of tenderness, loyalty, and awakening in the workers the enthusiasm, motivation and desire. It also explodes their creativity and innovation in the work environment.

"Motivating individuals has taken a special interest in the Islamic approach due to its crucial role in urging individuals to obey God, perform the work, and achieve the objectives of the employees, management and society" (Ahmed, p.176, 2011).

2.3 The Islamic approach mentions two types of motivation:

1- Positive motivation: it is based on providing incentives to individuals in order to create a desire to respond to the requirements of work and continue it, to adopt a behavior that leads to the development of their production, and to achieve their goals and management objectives at the same time.

2- Negative motivation (intimidation): it is based on the issuance of sanctions against violators of instructions to encourage them to implement the instructions specified by the administration and the completion of work at the required levels (Ahmad, p, 101, 1990)

Incentives are an integral part of the management of individuals in the investment of the human element and have a significant importance in the Islamic administrative proposition. They are reliable in activating the role of the human element in the public administration. The Islamic sources offer an ample room for incentives and their importance in life in general and in administrative work in particular which is considered as a public service performed by individuals for the benefit of the Muslim community (Bassiouni, p, 396, 2015)

At the end and after showing the importance of incentives from an Islamic perspective, it is clear thus the great role played by incentives in honing People's energies and employing them in the



useful benefits since they are considered the spiritual engine in the hearts of the people of the Islamic Ummah. If every person follows the Islamic Law and its teachings in terms of achieving the principle of motivation, we will achieve a lot of innovations and creations, and ensure the permanence of giving and improving the level of members of the Islamic nation.

From an Islamic perspective, “incentives are defined as the tools and plans which would promote the interest of the individual with respect to his work in relation to its quality and quantity” (Abd al-Hadi and Hamdi Amin, p,214, 1990). Through this definition, it becomes clear thus that Islam puts a special interest with respect to incentives and the necessity of implementing them after every action in order to give effect to them. According to Hamza al-Jumae’e in his book entitled “factors of production in the Islamic economy”, the term “incentives” is a modern term that is not mentioned by the Muslim scholars in this image. Rather, they have defined it with respect to its meaning, subject and style. The various verses in the Holy Quran encourage individuals to do good deeds, which are best evidence of incentives and of the rewards that the pious Muslim will receive on the Day of Judgment for what s/he had done in the worldly life (Hamza, p:213).

2.4 Incentives from an Islamic perspective

Undoubtedly, the worldly incentives being psychological and physical play a fundamental role in encouraging innovation in all sectors of society and contribute clearly to the development of creative energies, which requires knowledge of the types of incentives from an Islamic perspective. Incentives are divided in nature into two main parts:

2.5 Physical incentives:

There are different kinds of physical incentives either found in the Quran or Sunnah. Incentives in Islamic Shariah used to motivate people in the different centuries to do good deeds in order to obtain the physical tender which they will receive for their work. Islam is based on honoring, motivating and encouraging the human being. In this context, the researcher would explain more on Islamic incentives. Generally, physical incentives are defined by some as those incentives which have a financial, economic and monetary nature (Ali, p: 214)

According to Ahmad Ibrahim “motivation is an important thing called to by Islam which provides a range of means and plans that will raise more attention to the individual work in terms of quality and quantity. “Some of these are salaries, bonuses, participation in profits and daily wage.” (Ahmad Ibrahim, 1981, p, 10)

Religious incentives have a great effect and contribution in the achievements of the nation. In the Islamic teachings, incentives are always there. Islamic considered providing different tools and plans which would raise the interest of the individual in his work in terms of quality and quantity. Allah says “we do not waste the wage of the righteous ones”. (Al-kahif: 30). The wage, reward, has a comprehensive concept for all the benefits which Allah has given to His righteous servants be it psychological or physical. Islam takes care of financial incentives and asks that they are fair enough and agreed upon by the employer and employee which must be immediate implemented to show its effect on work. In this context, the Prophet Muhammad says: “give the laborer his wage before his sweat daries” (Ibn Majah, No.1498)

The Holy Quran recognizes the importance of incentive and the encouragement for man, as a word of reward expresses physical incentive. The Prophet's biography through a series of conversations shows the importance of physical incentive for the worker. There is no doubt that this incentive is one of the most important religious incentives that move the Muslim, who aspires to achieve that promise in his life and the day after.



The Messenger of Allah peace be upon him said: “Whoever introduces a good, then for his is a reward similar to whoever acts upon it without diminishing any of their rights. Who introduces an erroneous innovation which does not please Allah, then he shall receive sins similar to whoever acts upon it without diminishing any of their sins” (Muslim, Hadith No. 2138).

Islam recognizes the physical incentive, makes it as the right for the worker and obligates the employer to offer it to him. Allah says "And for all degrees of what they have done, and for their work, they shall not be unjust." [Al-Ahqaf: 19]. The Prophet used to specify the wages of the employees by himself depending on the kind of job.

The Prophet appointed Itab Ibn Usaiyed as a “Wali” /ruler/ for Mecca and specified a wage for him as one Dirham per day. That was the first wage given in Islam (Hisham and Malik, 1990). Umar ibn al-Khattab, may Allah be pleased with him, gave wages to the workers, even if they did not need them in their living, followed by the philosophy of mediating without exaggeration or underestimation in determining wages. The purpose of their reward was to enable the Muslim to attain the necessities of life without having to resort to illegal methods. Abu Bakr, May Allah be pleased with him, after becoming the caliph has added an important principle where the married man gets double of the single (Abdul Azim, 1994, p: 193)

Thus, it is clear that Islam has taken incentives, being the goal, which Man seeks to achieve, into consideration. Historically, the Islamic approach pays attention to the importance of physical incentives for a particular purpose by driving one to strive and increase the motivation to make all the means for production and giving to serve as role models for others. When a person is rewarded for his work every day, others will follow him to receive the same. Islam has put an important role in the process of granting physical incentives and rewards. It is given to those who deserve it. Therefore, when there is any kind of reward and punishment, a good work is there. If there is any incentive reward, it should be given to those who accomplish their tasks in accordance with Islamic principles (Metwalli, 1985)

It can be remarked that physical incentives have a great role in Islamic laws and that the Prophet’s companions have considered them. They have great benefits according to the work done. Physical incentives have now become very popular among nations since they are rooted in the Islamic approach from the time of the Prophet. Physical incentives in Islam are a great hope for increasing the motivation of Muslims; they have got attention in Islam as the engine of nations and peoples.

2.6 Psychological incentives

In the same way as physical incentives, psychological incentives do have a great role in deriving the employee for more innovation as well as making him more loyal to his work. Historically, psychological incentives have been used by institutions in a form of encouragement, praising and honoring the innovators (Haitham, 2007, p: 2007).

There is no doubt that psychological incentives are differently defined depending on different perspectives. Thus, the different definitions have supported the importance of psychological incentives. Some define them as the power which motivates Man to make great efforts (Hussein, 2003, p: 50).

The Quran has recognized the importance of psychological incentives. In the Quran, Allah says “Seek the gains of the life to come through your wealth without ignoring your share of this life” (al-Qasas, 77). In this context, the Quran points to psychological incentives as when the human being balances between his life work and his work for the thereafter, he will be rewarded. Furthermore, the Quran points at incentives in different verses. In this verse “those who observe their prayers; those are the inheritors; who will inherit Paradise” (al-Mu’minon, 9-11), Allah



confirms on the importance of prayers and the benefits of observing them. As noted, Allah praises those who observe their prayers which is considered a psychological incentive. So, psychological incentives have taken a great importance in the Quran. This is clear as “And whosoever does a righteous deed, be it male or female, believing, We shall assuredly give him to live a goodly life; and We shall recompense them their wage, according to the best of what they did” (alnahi, 97). This is considered as a psychological incentive for the righteous people. In fact, we are not really aware of the Quranic verses which confirm the psychological incentive although we must be fully aware of that. This Quranic verse “Who is better in religion than he who surrender his purpose to Allah while doing good (to men) and follow the tradition of Abraham, the upright?” is the best evidence of psychological incentive for those who are loyal in their religion.

Clearly thus, psychological incentives are presented in the Quran as a comprehensive term which Islam has called for since the first revelation. The Quranic proofs mentioned above are just a small portion of the lots of verses with respect to psychological incentives. In this context, the researcher emphasizes that the incentive is crucial for the purposes of innovation and creativity.

The Prophet’s biography does also consider psychological incentives. It makes a relationship between the work and the incentive. Therefore, there should be an analysis to the different kinds of work thus, psychological incentives are identified. In the Prophet’s biography, it is found that the incentive is the ideal point in implementation. The Prophet says “you owe a duty to your soul; you owe a duty to your body; you owe a duty to your family; and your eye has a right on you” (Hadith agreed on: issued by al-Bukhari, No.1874). This shows that Islam calls the employer not to tire the employee physically or mentally by making every service needed by the employees easy to get. In this, the Prophet says “O Handalah, hour and hour” (Muslim, No. 2750) this, in its turn, is considered a psychological incentive.

The previous mentioned Hadiths have shown the importance of incentives. The hadiths came sometimes to persuade people to do good deeds and other times to warn them of the consequences of doing unlawful deeds. The Prophet motivated people to get paid from their work and selling. He says “no man earns than that which he earns with his own hands, and what a man spends himself, his wife, his child, and his servant, then it is charity.” (Ibn Majah, No.2138) The Prophet’s assignment of Osama bin Zaid as the leader for the Muslim army although he was less than 18 years is a kind motivation to take responsibility. This as well happened with Ali Ibn Abu Talib when he appointed him as a judge when he was young in age.

Thus, the Prophetic Sunnah has confirmed the importance of incentives as a tool in the process of production since psychological incentives which the Prophet used to implement worked to motivate the individuals to do great deeds. A clear evidence on this is when Abdullah bin Masoud asked the Prophet as “what is the best deed beloved to Allah”, the Prophet responded as “to pray at the time of the prayer, then he continued to ask “what else”, then the Prophet responded as “fighting in the sake of Allah” (al-Bukhari, No.527, and Muslim, No. 85). . Incentives have been a great motive for the Muslim scholars to discover Latitude and longitude to know the time of prayers

At the end of this section, the researcher concludes that psychological incentives in the Quran and Sunnah are very close as they call for the same thing, i.e. motivating human beings (Mousa, p: 52)

2.7 The role of incentives in enhancing job performance of the employees of the Ministry of Agricultural and Fishers in Oman Sultanate

The Ministry of Agricultural and Fishers is a governmental body which is administratively and financially independent. It is located in Muscat Governorate. Agriculture has been a major factor



in the Omani factor since 1970 renaissance under His majesty the Sultan Qaboos Bin Said. The ministry has proved its importance in the development of the Omani national economy. As such, the department of agriculture was founded in August, 1970 and was attached directly to the Prime Minister Mr. Tariq bin Taymor al Said. After that, it was moved to be under the Ministry of economy in 1971 where in 1972 it became responsible for the fisheries sector. Then the Center for Economic Planning and Development was established which included the activities mentioned above. At that, it was headed by Excellency Abdul Hafiz Salem Rajab. In April 1973, the Center has been transformed into the General Development Authority, which was headed by HE Karim Al-Haremi. Thereafter, its dependency was transferred into the Ministry of Development in November 1973. November 1974 saw the establishment of the Ministry of Agriculture, Fisheries, Oil and Minerals, which included two directorates for agriculture and fish, where HE Saeed Bin Ahmed Al Shanfari was its Minister. In May 1979, the 79/28 the Royal decree was issued to declare that an independent Ministry for agriculture and fisheries is established which was headed by HE Abdulhafiz Salim Ragab until 1986, where HE Shaykh Muhammad Bin Abdullah was appointed.

The Royal Decree No. 30/92 was issued to amend the Ministry of Agriculture and Fishes to the Ministry of Agriculture and Fisheries on 25 April 1992.

In 1997, HE Dr. Ahmed bin Khalfan Al-Rawahi was appointed Minister of Agriculture and Fisheries until 2001, when His Excellency Sheikh Salem Bin Hilal Al Khalili was appointed. On September 9, 2007, the Royal Decree No. 91/2007, establishing the Ministry of Fisheries, was issued the and therefore there were two Ministries as the Ministry of Agriculture and the Ministry of Fisheries. Then, the Royal Decree No. 93/2007 amended the name of the Ministry of Agriculture and Fisheries to the Ministry of Agriculture on 9 September 2007. The Royal Decree No. 31/2011 was issued on 7 March 2011 which merged the Ministry of Agriculture and Fisheries under one name, the Ministry of Agriculture and Fisheries, where Dr. Fuad Bin Jaafar Al-Sagwani was appointed as Minister. It's most important tasks are the development of policies, plans and programs for the development, utilization, monitoring and evaluation of agricultural, animal and aquatic resources, and ensuring its sustainability and the sustainability of its associated resources and increasing their contribution to GDP28.

3.0 Research Methodology

As long as the researcher is familiar with the dimensions of the phenomenon under study through the theoretical literature and previous studies related to the subject, the researcher used the quantitative descriptive methodology. The analysis and interpretation of the problem under study are done systematically and logically

3.1 Data collection: Two types of data are collected by the researcher:

1- **Primary Data:**

To collect primary data, the researcher distributed questionnaires for the purpose of studying some of the research objectives and to summarize the information at the core of the research subject, and then to unpack and analyze it using the SPSS program and to select the appropriate statistical tests to arrive at indications of statistical value that support the research topic.

2- Secondary Data:

To collect the secondary data, the researcher reviewed books, articles and magazines relevant to this present study topic entitled "the role of incentives in improving the functional performance of government institutions in Islamic societies: the Ministry of Agriculture and Fisheries in the



Sultanate of Oman as a model. The researcher also reviewed relevant references that may contribute to enriching the study scientifically. The aims of this are to find the latest studies on the subject of the study, and to examine the most appropriate scientific methods used in school syllabuses.

3.2 Study sample consists of:

1- Survey Sample:

It consists of (30) individuals randomly chosen to standardize the study tools by employing appropriate methods in measuring reliability and consistency.

2- Field Sample:

The sample was randomized to the study population of 359 individuals or about (30.32%) of the study population out of (1184). This percentage is acceptable for statistical analysis and procedures in order to obtain the best and most accurate results.

3.3 Methods used in interpreting and analyzing the data

1- Inductive method: the researcher studied the important literature and scientific studies about this study. Through that, the researcher was able to determine the theoretical side of this study. He then documented and referenced such studies and literature.

2- Descriptive method: the researcher scientifically described the subject of the study specifying the independent variables and the subsidiaries.

3- Field study: The researcher selected a random sample of the employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman for the purpose of measuring the role of incentives in improving the performance of employees in the institution referred to above. For this purpose, the researcher will use the questionnaire as an instrument to achieve the field study. The questionnaire was distributed to a survey sample for the purpose of determining its objective and stability and then it is presented to the arbitrators. After that, it was distributed to the sample of the study in order to analyze the results obtained from the field study.

3.4 Statistical description of the sample according to individuals' data

1-Gender: table (1) shows that 66.9% of the study sample are male participants and 33.1% are female participants.

2- Social status: the above table shows that 85.5% of the study sample are married, and 14.5% are single.

3- Qualification: the above table shows that 3.6% of the sample are below the secondary level, 25.6% are secondary, 9.5% are post-secondary, 5.6% (37.6%) have a bachelor's degree, and 18.1% have a postgraduate degree

4-Experience: the above table shows that 20.6% of the sample of the study are those with less than 5 years of experience, 27.6% have experience between 5-10 years, and 13.9% 10-15 years, 16.4% have 15-20 years of experience, and 21.4% have more than 20 years of experience.



Variable	Variable groups	Number	Percentage in%
Gender	Male	240	66.9
	Female	119	33.1
Social status	Married	307	85.5
	Single	52	14.5
Qualification	Pre-secondary	13	3.6
	Secondary	92	25.6
	Post-secondary	34	9.5
	High diploma	20	5.6
	Bachelor	135	37.6
	Postgraduate	65	18.1
Experience	Less than 5 year	74	20.6
	From 5 to 10 years	99	27.6
	From 10 to 15 years	50	13.9
	From 15 to 20 years	59	16.4
	More than 20 years	77	21.4
Total		359	100

3.5 Research instruments are divided into:

1-Personal data including (gender, marital status, educational qualification, experience).

2- Questionnaire: it concerns with the assessment of the role of incentives in improving the performance of employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. It consists of three main parts, the first of which consists of 7 options, the second of which consists of 8 options, and the third of which consists of 7 options.

3.5 Procedures followed by the researcher in conducting the questionnaire

After the researcher's investigation of the previous theoretical literature related to the subject of the study, especially the study (Tarsha, 2015), the researcher got a benefit that he could formulate questions of the questionnaire with many amendments to the words in order to suit the subject under the study environment and sample. The researcher also benefited from Anur's study (2016) by considering the specialists' opinions and views about statistical studies and education. This was done by the informal interviews. The researcher formulated the study instrument according to the supervisor's instructions as follows:

1- Identifying the main parts covered by the instrument.

2- Formulating the headings of each part.

3- Preparing the instrument in its initial form, including (25) options, and appendix No. (2) Illustrates the questionnaire in its initial form. The researcher Showed the instrument to four referees (who are from the Staff of University of Malaya) specialized in different fields, two of them in the field of the Holy Quran, the third in the field of Shari'ah policy, and the fourth in the field of Islamic Faith. Appendix No.(1) gives information about the referees and their workplace)

4-Each Heading was given a scale listed according to the five-fold Likert scale (very large, large, medium, low, very few). The following scales were given (1, 2,3,4,5) and appendix No. (3) Shows the tool in its final form



3.6 Reliability and consistency of the questionnaire

3.7 Reliability of the questionnaire

Reliability of the questionnaire encompasses "the comprehension of all the elements that must be included in the analysis, on the one hand, and the clarity of the headings and their vocabulary on the other, which makes it understood to whoever wants to use it" (Aubidat, Adas & Abdalhaq, 2001, p:179). The researcher narrowed up the questions of the questionnaire to verify the validity of the study tool, and was verified veracity of the questions of the questionnaire in two ways:

1- Reliability of the referees: the researcher presented the study instrument in its preliminary form to four referees from the teaching staff at the University of Malaya.

Appendix (1) shows the names of the referees who assessed the study instrument. The researcher suggested the referees to give their opinions regarding the appropriateness of the statements to measure content, the clarity of the formulation of the statements, the appropriateness of all terms for all parts. The researcher also asked the referees' opinion of what should be added, deleted or changed in the questionnaire. He also asked them to give their opinion about the required personal data from the sample, along with the Likert scale used in the questionnaire. Based on the observations and guidance provided by the referees, the researcher made the amendments agreed upon by the referees, where the amendments were made and thus the number of headings of the questionnaire is (22) headings after the number of questions was (25) headings.

3.8 Verification of the internal consistency of each heading in the questionnaire

Reliability of each heading of the questionnaire is considered in this study in order for the researcher to be sure that each of the questionnaire heading belongs to its suitable area. The internal consistency of the questionnaire sections was calculated on a sample of the 30-point survey, by calculating the correlation coefficients between each heading and the total score of the field.

Table (2) demonstrates the correlation coefficient between each heading and its total score which it follows:

Number of headings	**Heading**	**The correlation coefficient**	**The total score**
Part 1: General concepts about incentives and their value			
1	The Rewarding System stated in the Law of Civil Services is appropriate	0.673	*0.000
2	Rewards under the Civil Service Act encourage you to improve your performance at work.	0.665	*0.000
3	Procedures of occupational	0.677	*0.000



	promotion in the Civil Service Law are designed according to well-considered standards		
4	The allowances granted to you make you feel good.	0.791	*0.000
5	Sharing things and responsibilities with your top manager motivates you to work.	0.757	*0.000
6	Your feelings of affinity to your work place motivates you to work harder	0.803	*0.003
7	There is no difference between physical and psychological incentives in their impact on your performance.		*0.000
Part 2: occupational performance, its types, standards, steps of assessment, factors affecting it and the relation between incentives and occupational performance			
1	To carry out the tasks entrusted to the employee with the efficiency and effectiveness required.	0.734	*0.000
2	Completing the tasks according to the instructions of the administration.	0.701	*0.000
3	staff's discipline concerning work hours	0.762	*0.000
4	Availability of employees' readiness, willingness and	0.677	*0.000



	aptitude to carry out tasks.		
5	Good treatment of employees to reviewers.	0.688	*0.000
6	Taking care of the Ministry's properties.	0.679	*0.000
7	The employee is keen to develop his work abilities	0.745	*0.000
8	Achieving work fast and accurately	0.832	*0.000
Part:3 The role of incentives in improving work performance			
1	The incentives offered by management improves work performance.	0.730	*0.000
2	The system followed by your institute makes you feel stable at work.	0.694	*0.000
3	Granting authority by the management to the employee leads to improvement in work performance.	0.611	*0.000
4	Upgrading your job title improves your career.	0.609	*0.000
5	Proper training makes the employee more capable of performing the work.	0.580	*0.000
6	That your management sets contracts with special service sectors about giving you privileges and	0.683	*0.000



	more facilities makes you feel good.		
7	Incentives have an impact in increasing employees' accuracy and discipline at work.	0.629	*0.000

* The correlation is of statistical significance of)0.05 ≥α)

3.9 Reliability of structural consistency

Table (3) shows the correlation coefficients between the total score of each part of the questionnaire and the total score of the questionnaire headings as a whole. This shows that the correlation coefficients shown are at the mean level (0.05), where the level of significance of each heading is less than (0.05). Thus, all questionnaire parts are reliable.

Table (3) shows the correlation coefficient between each questionnaire heading and the total score of the questionnaire.

Number	Parts	Correlation coefficient	Possible value
	Part 1: preliminary concepts about the incentives and their mechanisms.	0.738	*0.007
	Part2:work performance, its types, steps of evaluation, factors influencing it, and relationship of incentives with it	0.953	*0.000
	Part 3: the role of incentives in improving work performance	0.744	*0.000

* The correlation is statistically referred to by (0.05≥α)

3.10 Consistency of the questionnaire heading

The consistency of the study instrument "ensures that the answer will be almost the same if being repeatedly applied to the same people at different times" (Salah, 1995, p: 430)) the researcher conducted the steps of consistency on the same survey sample in two ways: Alpha coefficient Cronbach and the method of fragmentation.



3.10.1 Cronbach's Alpha: the researcher used the Alpha Kronbach method to measure the consistency of the questionnaire as the first method for measuring consistency. Table (4) shows that the consistency coefficients are high.

Table (4) shows the consistency coefficient of Cronbach's Alpha to the questionnaire

Number	**Headings**	**Number of headings**	Coefficient of Cronbach's Alpha
1	Preliminary concepts about the incentives and their mechanisms.	7	0.787
2	work performance, its types, steps of evaluation, factors influencing it, and relationship of incentives with it	8	0.951
3	the role of incentives in improving work performance	7	0.828
The total score of the questionnaire			0.876

It is clear from the above table that the consistency coefficient is between 0.787-0.951 and the total consistency coefficient is equal to (0.876). This indicates that the questionnaire has a high degree of consistency. (Spearman - Brown Coefficient) and according to the following equation: Stability coefficient = (R 2) / (R +1) where R means: correlation coefficient, and table (5) shows the results.

3.10.2 Split – Half Coefficient:

Pearson's correlation coefficient was found between the rate of individual questions of rank and the rate of matrilineal questions for each dimension. Correlation coefficients were corrected using the Spearman Brown's correlation coefficient for correction. According to (Spearman - Brown Coefficient) the following equation is done: consistency coefficient = (R 2) / (R +1) where R means: correlation coefficient.

Table (5) shows the consistency coefficient (the fragmentation method) of the questionnaire

Number	**Enquires**	**Fragmentation**			
		Number of enquires	Correlation coefficient	Corrected correlation coefficient	Possible value
1	Preliminary concepts about the incentives and their mechanisms.	7	0.865	0.927	*0.007
2	Work performance,	8	0.693	0.818	*0.000



	its types, steps of evaluation, factors influencing it, and relationship of incentives with it.				
3	The role of incentives in improving work performance.	7	0.681	0.810	*0.000

The results demonstrated in the above table show that the Spearman Brown's correlation coefficient is high and statistically significant. The questionnaire is set in the final format as shown in appendix 3. Thus, the researcher is sure about the validity and consistency of the questionnaire, which makes him fully confident in the validity of the questionnaire in analyzing the results, answering the study questions, and testing the hypotheses.

3.11 Statistical methods used in the study

Statistical methods enable the researcher to determine the appropriate statistical method based on the background of the research methodology used to analyze the data obtained through the study sample. The whole questionnaire is analyzed by "Statistical Package for the Social Sciences" (SPSS).

3.11.1 The following statistical methods are applied:

1- Percentages, frequencies and relative weight: This is mainly used for the purposes of knowing the frequency of categories of a variable and is used to describe the study sample.

2- Cronbach's Alpha test, as well as the midterm test, to determine the stability of the questionnaire enquires.

3- Pearson's Correlation Coefficient, to measure the degree of correlation. This test examines the relationship between two variables. It was used to calculate the internal consistency, the structural reliability of the questionnaire, and the relationship between the variables.

4- Independent Sample T-Test to determine if there are statistically significant differences between two sets of independent data.

5- Testing one-way analysis of variance (ANOVA)

6- LSD test for bilateral comparisons



Chapter 4: Data Analysis and Findings

4.1 The reliability of the scale of the study

To determine the scale used in the study, the length of options in the five-dimensional Likert scale was determined by calculating the range between the degrees of the scale (5-1 = 4) and then dividing it by the largest value in the scale to obtain the length of the option selected (4 5 5 = 0.80). Then this value was added to the lowest value in the scale (the beginning of the scale and the correct one) to determine the upper limit of this option on the scale. Thus, the scale length has become as shown in the following table:

The scale length of each option	Relative scale	Degree of acceptance
From 1.00-1.80	From 20%-36%	Very little
More than 1.80-2.60	More than 36%-52%	Little
More than 2.60-3.40	More than 52%-68%	Moderate
More than 3.40-4.20	More than 68%-84%	High
More than 4.20-5.00	More than 84%-100%	Very high

To interpret the results of the study and to measure the sample participants' level, the researcher arranged the order of the arithmetic averages at the level of the instrument headings as a whole and the level of each heading. The researcher determined the acceptance degree according to the reliable measurement of study.

4.2 The role of incentives in improving the performance of employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman

To discuss this heading, one Sample of t-Test was used to identify whether there were statistically significant differences in the average rating of the role of the incentives in improving the function of the middle class (3) according to the scale used. The arithmetic average and the relative weight of all parts are calculated in order.

Table (7) shows the analysis of the questionnaire parts according to the employees' answers.

Nr	Parts	Arithmetic average	Relative weight	Test value	Possible value	Sequence	Degree
1	Preliminary concepts about the incentives and their mechanisms.	3.888	77.76	21.21	0.000	2	High
2	Work performance, its types, steps of evaluation, factors influencing it, and relationship of incentives with it.	2.986	59.72	_0.361	0.000	3	Moderate
3	The role of incentives in improving work performance.	4.052	81.04	29.730	0.000	1	High
The overall scale of the questionnaire		3.642	72.84	21.773	0.000		High

* The value of the t-table is at a significance level of 0.05, and the freedom level of "358" is 1.64



Table (7) shows that the averages of the first and third parts were close to each other in terms of relative weights, and somewhat different from the average of the second part in terms of relative weight. It indicates the significance of physical and psychological incentives in improving the performance of the staff of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. The overall score of the questionnaire as a whole has obtained a relative weight of (72.84%). This indicates the respondents' strong approval concerning the extent of the contribution of physical and psychological incentives to improve the performance of the employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman.

The results of this study are in line with Al-Jessi's study (2011) about the effectiveness of physical incentives in improving the performance of workers. The results are consistent with Al-Jessi's study with a relative weight of (89.6%). The results of this study is also in line with Abu Shark's study (2010) that there is a statistically significant relationship between Physical incentives and staff performance, which was agreed on by Yusuf's study (2010). The researcher believes that these findings show the importance of incentives in improving the performance of the employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. This is because the degree of employees' consent was significant. This means that authorities and those in charge should consider this study and so seek to find the appropriate methods to activate incentives whose benefits have positive impact on human beings.

4.3 Headings and their relative weight are classified as follows:

1- Preliminary concepts about the incentives and their mechanisms.

This represents the second categorization with a relative weight of 77.76%, which is a large contribution. This is in line with the findings of Anwar, 2016 whose study is relative to this study concerning this heading, as this heading represented (68.06%). The reason why the results of both studies are similar is that incentives and their mechanisms are what employees need to be motivated for a better work performance.

2- Work performance, its types, steps of evaluation, factors influencing it, and its relation with incentives.

This represents the third categorization with a relative weight of (59.72%). The findings of this study are in line with Tirsha's study (2015) with a relative weight of 77.02%. The researcher attributed this to the fact that the members of the sample of the study generally agree about the positive relation between the job performance and methods of evaluation.

3- The role of incentives in enhancing work performance.

This represents the first categorization with a high relative weight of (81.04%). The researcher attributed this to the respondents' feelings and need for incentives as a strong motivation to improve their work performance and professionalism.

To know the relative percentage of each heading of the questionnaire, the research followed the following steps:

1- Preliminary concepts about the incentives and their mechanisms.

The t-test is used for one sample in order to calculate the arithmetic average and the relative percentage. The t-test is also used for categorizing all headings and results in order as shown in table (8). It shows that all the participants' responses are highly consistent and agree with each



other with relative weight between 70.36% and 81.94%. This clearly shows the extent of participants' agreement that incentives have considerable impact on employees.

Table (8) shows the arithmetic percentage, possible value and shows the headings of employees' responses in order:

Nr	Heading	Arithmetic average	Relative percentage	Value of t-test	Possible value	Order	Degree
1	The system of rewards stated in the Civil Services Law is appropriate	3.93	78.66	18.07	0.00	4	High
2	Rewards under the Civil Services Law encourage you to improve your performance at work.	3.66	73.30	13.18	0.00	6	High
3	Promotion criteria stated in the Civil Services Law are well-formulated.	3.51	70.36	8.39	0.00	7	High
4	The allowances granted to you make you feel good	3.86	77.38	16.35	0.00	5	High
5	Your direct contact and participation with your boss motivate you at workplace.	4.08	81.72	22.25	0.00	2	High
6	Your feeling of being a member at the workplace motivates you to greater effort.	4.09	81.94	20.80	0.00	1	High
7	Neither psychological nor physical incentives have an impact on your work performance	4.05	81.10	19.54	0.00	3	High

* The value of the (t) in the table is at a significance level of 0.05, and the freedom level of "358" is 1.64 ±



The results show that the top two headings concerning the relative percentage are:

1- Heading (6), which states that engagement employees with each other motivates them to do greater efforts represents the top classification with a high relative weight of (81.94%). The researcher attributes this to the fact that when an organization uses incentives to encourage employees, employees feel more engaged to this organization and this will then lead them to greater efforts.

Heading (5), which states that "participation with your senior official motivates you to work," ranked the second top one with a relative weight of (81.72%). The researcher attributed this to the members of the sample of the study who believe that whenever there is an active participation between employees and their senior officials by consulting and asking their advice in finding some solutions related to work procedures or making decisions, the employees feel they are valuable in the company, thus, their work performance increases.

2- Occupational performance, its types, standards, steps of assessment, factors affecting it and the relation between incentives and occupational performance:

The t-test is used for one sample in order to calculate the arithmetic average and the relative weight. The t-test is also used for categorizing all headings and results in order as shown in table (9). It shows that all participants' responses are highly consistent and agree with each other with relative weight between 45.2% and 81.2%.

Table (9) shows the arithmetic percentage, relative weight, possible value and the classification of heading according to the employees' respondents.

Nr	Heading	Arithmetic average	Relative percentage	Value of t-test	Possible value	Order	Degree
1	Employee does the job effectively and efficiently.	4.06	81.2	19.0	0.00	1	High
2	Achieving occupational tasks according to the management instructions	2.54	50.8	-7.4	0.00	6	Low
3	Employees are disciplined concerning work hours	2.61	52.2	-5.7	0.00	4	Moderate
4	Employees have aptitude, willingness and satisfaction to do their job	2.35	47	-11.1	0.00	7	Low
5	Employees treat reviewers well	2.546	50.81	-6.9	00.0	5	Low



6	Employees care for the properties of the ministry	3.67	73.4	10.7	0.00	3	Low
7	Employees care much to improve their occupational abilities	3.83	76.6	13.5	0.00	2	High
8	Employees are professionally fast achieving their tasks	2.26	45.2	-12.5	0.00	8	Low

* The value of the t-table is at a significance level of 0.05, and the freedom level of "358" is 1.64

The table demonstrates the results showing the top two headings concerning the relative percentage are:

1- Heading (1), which states that "the tasks entrusted to the employees with the efficiency and effectiveness required", was ranked the first with a high relative weight of (81.2%). This is consistent with Kersh’s study (2015). The heading in this study has a degree of (significant) contribution with relative weight (77.02%). The researcher attributed this to the fact that the employees find clarity in the instructions of the management that the employees know how to perform efficiently and effectively.

2- Heading (7), which states that "the employee is keen to develop his functional abilities", was classified second with a relative weight of (76.6%). Table (10) shows the arithmetic average, relative weight, possible value and order of all headings according to the employees’ responses.

Nr	Heading	Arithmetic average	Relative percentage	Value of t-test	Possible value	Order	Degree
1	Incentives offered by management improves employees’ work performance	3.89	77.93	13.95	0.000	6	High
2	The management system that you follow makes you happy and stable at work	3.31	66.29	4.92	0.000	7	Moderate
3	Granting authority by the management to the employee improves your work performance	4.08	81.67	24.59	0.000	4	High



4	Upgrading and prompting your job title improves your career	4.17	83.56	22.62	0.000	3	High
5	Proper training helps employees to do their task better	4.48	89.75	35.49	0.000	1	Very high
6	It makes you feel that you belong and be engaged in your organization when your organization set contracts with special private sectors to grant you some facilities and services.	4.03	80.66	21.05	0.000	5	High
7	Incentives have good impact and influence in employees' professionalism and discipline	4.37	87.41	30.25	0.000	2	Very high

* The value of the (t) in the table is at a significance level of 0.05, and the freedom level of "358" is 1.64

The table demonstrates the results showing the top two headings concerning the relative percentage are:

1- Heading (5), which states that "appropriate training makes the employee more capable of performing work", is ranked the first with a relative percentage of (89.75%) l. The researcher attributed this to the fact that all members of the sample believe that training improves the abilities of the employees, and making them more efficient in accomplishing work tasks.

2- Heading (7), which states that "incentives have an impact on increasing the accuracy and discipline of employees", is ranked second with a high relative percentage of (87.41%). The researcher attributes that when employees get incentives, they will be motivated to be more professional and disciplined.

3- The correlation of statistical significance, psychological and physical incentives and the occupational performance of employees of the Ministry of Agriculture and Fisheries.



To discuss this heading, the researcher has done this hypothesis:

There is a statistically significant correlation with (0.05 α) between psychological and physical incentives and performance of employees at the Ministry of Agriculture and Fisheries in the Sultanate of Oman. The Pearson's test was used to establish the relationship between the degree of psychological and physical incentives and the performance of employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. The results are shown in Table (11), which shows the correlation coefficient between the psychological and physical incentives and the performance of the employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman.

	Statistics	**Role of incentives in improving occupational performance**
Role and mechanisms of incentives	Coefficient of correlation	0.71
	Possible values	0.00
	The sample size	359

* Correlation has a significance level of 0.05

The table shows that the possible value equals (0.00), which is less than (0.05). This proves that there is a correlational relation with statistical significance of (0.05 ≥α) between the psychological and physical incentives and the performance of the employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. Since the correlation coefficient value is 0.61, this indicates that the relationship between incentives and employees' work performance has a positive relation. This shows that employees' performance is significantly related to the psychological and physical incentives. This is consistent with the theoretical part of the study, based on which the practical part is built. This, therefore, proves the novelty of the study.

According to the correlation coefficient (R2), we find that it is equal to (0.3721), meaning that the percentage of variation in employees' occupational performance resulting from psychological and physical incentives does not exceed (37.21%). This means that 62.79% of the variation of the occupational performance of the staff of the Ministry of Agriculture and Fisheries in the Sultanate of Oman is related to factors other than the psychological and physical incentives. In order to determine the effect of psychological and physical incentives on the performance of employees of the Ministry of Agriculture and Fisheries in the Sultanate of Oman, the multiple linear regression test was performed as a dependent variable, while the psychological and physical incentives are the independent variable. The results are shown in Table (12), which shows the multiple linear regression test:

Unmeasurable variables		**Measurable variables**	**Possible value**
The amount of impact per unit	Measurable error	Coefficient of correlation	
			Psychological and physical incentives



The table shows the extent to which psychological and physical incentives affect the progress of employees' performance. The change in the degree of psychological and physical incentives by one unit leads to a change of 0.633 degrees in the improvement of staff performance. This value gives a special value to the findings of this study that psychological and physical incentives improve employees' occupational performance.

5.0 Conclusion

The study shows that psychological and physical incentives significantly improved the performance of the staff of the Ministry of Agriculture and Fisheries in the Sultanate of Oman. This has been arrived at through the total score of the questionnaire, which obtained a relative percentage of (72.84%). This indicates that all the sample members reached a consensus. The concepts related to the incentives and their systems practically go hand by hand that these incentives, with a relative weight of 77.76%, are what the employees need to be motivated. The study findings set and determine what can be a measure of the concepts and types of work performance, and the steps to measure it and factors affecting it through getting a relative weight of 59.72%. The study shows that there is a significant impact of incentives in improving the performance of the ministry's employees in enhancing their effort to do their job. The heading demonstrating that incentives improve the employee's performance reached to a high relative weight of (81.04%). One of the factors motivating employees is their feeling of belonging to their organization, which motivates them to do a greater effort. This obtains the first rank with a high relative weight of (81.94%). It is essential that employees share their managers in making decisions. This motivates them to work harder. This heading obtains the second rank with a high relative percentage of (81.72%). It is necessary for staff to have some courses in order to develop their abilities. This heading obtains the second rank with a relative percentage of (76.6%). The role of the incentives in improving the performance of the job, which was proved by all respondents, and which ranged between the degree of approval (medium, and very large), and relative weight percentages ranging between (66.29%) and (89.75%) which indicate the approval of a large degree.

5.1 Recommendations

1- It is necessary that Ministry of Agriculture and Fisheries in the Sultanate of Oman increases the physical gifts to its employees in order to increase their work performance.

2- Psychological incentives and motivation is important to be considered when employees accomplish the goals set by the ministry.

3- It is advisable to establish a new system encouraging psychological incentives to be granted to employees.

4- It is important to set a new system for effectively valuating employees' occupational performance. This is in order to know employees' weaknesses and strength.

5- It is important for the ministry to adopt a project/program supporting distinctive superior students by granting them a full scholarship to pursue their studies.

6- There should be cooperation between departments of human resources and management of public relations concerning publishing the names of distinctive superior employees.

7- Granting a valuable gift to those who find a solution to one of the ministry issues, or those who create or come up with a new invention in their specialty.



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